



LEADERSHIP GUIDE FOR THE D&I ACTION PLAN ROLLOUT





Objective

Equip leaders with tools to discuss the Diversity and Inclusion Action Plan (DIAP)

Audience

- **Senior Leaders**
- **Managers**
- **Supervisors**

After Actions

- **Serve as an advocate of D&I efforts**
- **Share high-level information with unit members**
- **Start the D&I conversation**



TABLE OF CONTENTS

4	Introduction
10	Techniques for Leaders to Engage in D&I Conversations
20	2019-2023 D&I Action Plan Rollout
29	Conclusion
31	Leader Resources
32	Points of Contact



Table of Contents

Introduction

Techniques for Leaders to Engage in D&I Conversations

2019-2023 D&I Action Plan Rollout

Conclusion

Leader Resources

Points of Contact

Introduction

The Coast Guard 2019-2023 Diversity and Inclusion (DIAP) Action Plan develops a foundation that will help our people to identify and mitigate biases, work together to nurture a sense of community, and continue to improve the culture of our Service. The intent of this guide is to help leaders share our approach to further develop our Service's diversity and inclusion initiatives.

The DIAP Rollout Leadership Guide will:

- Inform leaders about the Diversity & Inclusion Action Plan
- Empower and equip leaders to take an active role in advocating, leading and supporting D&I efforts
- Provide talking points to share DIAP information and engage with team members



DIVERSITY & INCLUSION ACTION PLAN ROLLOUT GUIDE

Table of
Contents

Introduction

Techniques for
Leaders to
Engage in D&I
Conversations

2019-2023
D&I Action
Plan Rollout

Conclusion

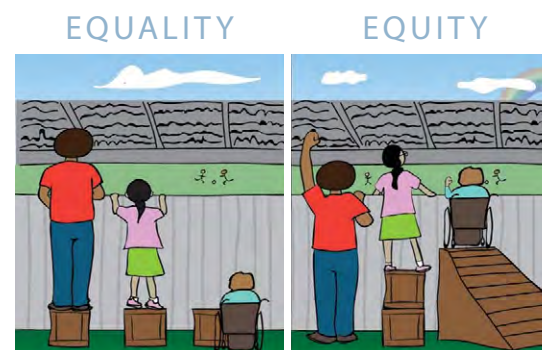
Leader
Resources

Points of
Contact

Diversity



Equity



Inclusion





DIVERSITY & INCLUSION ACTION PLAN **ROLLOUT GUIDE**

Table of
Contents

Introduction

Techniques for
Leaders to
Engage in D&I
Conversations

2019-2023
D&I Action
Plan Rollout

Conclusion

Leader
Resources

Points of
Contact

Diversity

Diversity refers to the variety of similarities and differences among people, including but not limited to:

gender, gender identity, ethnicity, race, native or indigenous origin, age, generation, sexual orientation, culture, religion, belief system, marital status, parental status, socio-economic difference, appearance, language and accent, disability, mental health, education, geography, nationality, work style, work experience, job role and function, thinking style, and personality type.





DIVERSITY & INCLUSION ACTION PLAN **ROLLOUT GUIDE**

Table of Contents

Introduction

Techniques for Leaders to Engage in D&I Conversations

2019-2023 D&I Action Plan Rollout

Conclusion

Leader Resources

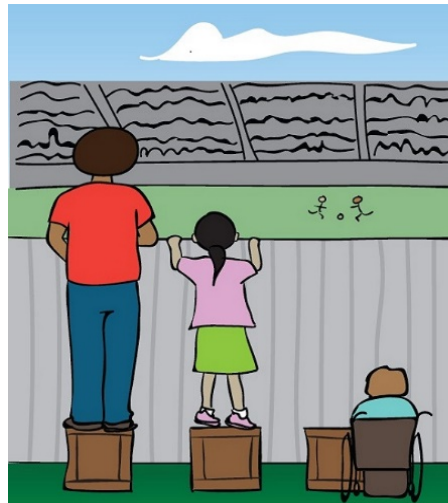
Points of Contact

Equity

The guarantee of fair treatment, access, opportunity, and advancement for **all** (employees) while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups.

The principle of equity acknowledges that there are historically underserved and underrepresented populations and that fairness regarding these unbalanced conditions is needed to assist equality in the provision of effective opportunities to all groups.

EQUALITY



EQUITY





Table of Contents

Introduction

Techniques for Leaders to Engage in D&I Conversations

2019-2023 D&I Action Plan Rollout

Conclusion

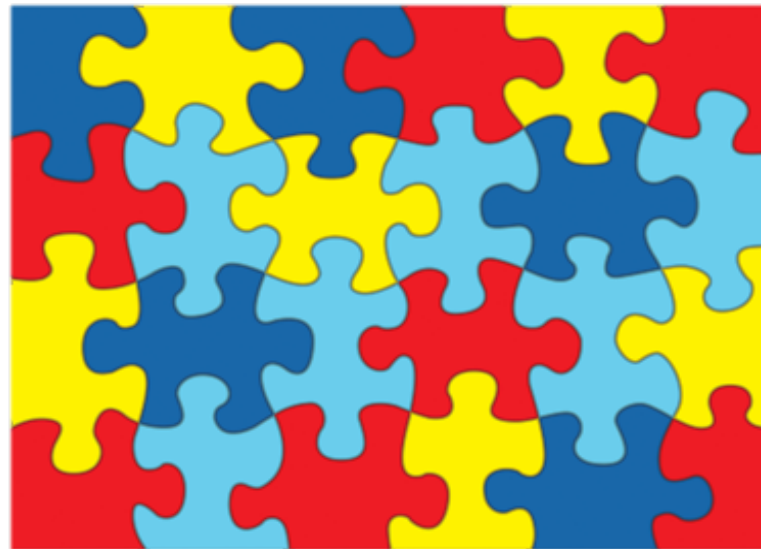
Leader Resources

Points of Contact

Inclusion

A dynamic state of operating in which diversity is leveraged to create a fair, healthy, and high-performing organization or community.

An inclusive environment ensures equitable access to resources and opportunities for all. It also enables individuals and groups to feel safe, respected, engaged, motivated, and valued, for who they are and for their contributions toward organizational and societal goals.





DIVERSITY & INCLUSION ACTION PLAN **ROLLOUT GUIDE**

Table of Contents

Introduction

Techniques for Leaders to Engage in D&I Conversations

2019-2023 D&I Action Plan Rollout

Conclusion

Leader Resources

Points of Contact

Why Does the Coast Guard Care About Diversity and Inclusion?

A diverse workforce provides a variety of perspectives and talents that will enhance the workplace. An inclusive work environment creates a workforce that values the individual contributions of its personnel and allows members to feel empowered. In order to maximize its effectiveness and efficiency, the Coast Guard needs the best possible people to work as a team. If individuals feel excluded, the Coast Guard loses the skills and talents of that member, which reduces organizational effectiveness. Research shows that organizations that implement comprehensive strategic diversity and inclusion initiatives consistently demonstrate that it stimulates innovation, new approaches, and fresh perspectives to solve complex organizational challenges and optimize mission attainment. Our service benefits greatly when we include each individual.

Do Diversity and Inclusion Initiatives Include Everyone?

Yes, absolutely. For diversity initiatives to be truly successful, everyone in the Coast Guard must be included. Successful efforts are based on inclusion, not exclusion.

What's Really In It For Me?

By advocating for and addressing diversity and inclusion issues and personal biases, supervisors will improve their relationships with employees, thereby enhancing their success. For individual members, participating in diversity and inclusion initiatives improves innovation, problem solving, communication and teamwork skills, reduces conflict in the workplace, fosters organizational connectedness and improves their ability to work effectively.



Techniques for Leaders to Engage in D&I Conversations



Table of
Contents

Introduction

**Techniques for
Leaders to
Engage in D&I
Conversations**

2019-2023
D&I Action
Plan Rollout

Conclusion

Leader
Resources

Points of
Contact

Why It Is Important to Talk About Diversity & Inclusion

Business Case

Ensuring the Coast Guard's success in the fast paced and ever evolving world we operate in requires inclusive leadership. At its core, this means understanding, conversing and working with individuals so they work together in teams to solve complex problems. The Coast Guard is actively trying to recruit and retain diverse talent that reflects the diversity of the world we live in. This will help the Coast Guard maintain its competitive edge and fulfill its diverse missions.

**An inclusive
workforce and
workplace
environment
aligns with the
Coast Guard's
Core Values.**



Honor = Diversity

Respect = Equity

Devotion to Duty = Inclusion



DIVERSITY & INCLUSION ACTION PLAN ROLLOUT GUIDE

Table of
Contents

Introduction

**Techniques for
Leaders to
Engage in D&I
Conversations**

2019-2023
D&I Action
Plan Rollout

Conclusion

Leader
Resources

Points of
Contact

Before You Start Having D&I Conversations...

Start your own personal D&I journey, identify and understand “your own lens first.”

WHAT IS MY...

Social-economic status

Religion

Abilities

Rate/Specialty

Age

Neighborhood

Gender

Language

Race/Ethnicity

Sexual Orientation/Gender Identity

Veteran Status

Education



Recognize... your lens is unique to YOU

Others see the world through a different lens



Table of
Contents

Introduction

**Techniques for
Leaders to
Engage in D&I
Conversations**

2019-2023
D&I Action
Plan Rollout

Conclusion

Leader
Resources

Points of
Contact

Things to keep in mind when starting D&I conversations:

- Audience
- Timing
- Platform
- Language
- Any elephant that may be in the room
- Historical Dynamics
- Real World Events

Be prepared to:

- Know the difference between facts and opinions
- Agree to disagree
- Respect that everyone is at a different place in their D&I journey
- Encounter resistance
- Use Emotional Intelligence
- Self-Awareness
- Self-Management
- Social Awareness
- Relationship Management
- Address unanticipated reactions
- Recognize triggers (something upsetting that evokes a reaction)



Table of Contents

Introduction

Techniques for Leaders to Engage in D&I Conversations

2019-2023 D&I Action Plan Rollout

Conclusion

Leader Resources

Points of Contact

Acknowledge/Discuss Current Events

“To be “stronger together,” we must recognize that we have shipmates that are angry, scared, and weary; shipmates who may feel as a nation we haven’t fully availed the American Dream of equal opportunity and the unalienable rights of life, liberty, and the pursuit of happiness to all amongst us. We must be vigilant to these shortcomings within our own Coast Guard. Inclusive leadership and being a good shipmate begins with mutual respect. It can start with the simple question of “how are you doing,” and be complemented by the artful act of respectful and empathetic listening.”

Admiral Karl L. Schultz
Commandant
U.S. Coast Guard



Table of Contents

Introduction

Techniques for Leaders to Engage in D&I Conversations

2019-2023 D&I Action Plan Rollout

Conclusion

Leader Resources

Points of Contact

Before Engaging in D&I Conversations

PLAN IN ADVANCE, SO PEOPLE CAN BE READY FOR A CONVERSATION.

What can you do to put them at ease? Some people may prefer to reflect on questions prior to offering an answer. If possible, provide an agenda or questions in advance of a meeting or discussion.

ESTABLISH A STRUCTURE FOR SAFETY AT THE START OF THE CONVERSATION INCLUDING:

- Purpose of the conversation
- How the information exchanged will be used and whether the information will be kept confidential
- Ground rules such as: only share what it is comfortable to share, it's OK to decline to answer a question, it's fine to ask for time to think it over and answer later.



DIVERSITY & INCLUSION ACTION PLAN ROLLOUT GUIDE

Table of
Contents

Introduction

**Techniques for
Leaders to
Engage in D&I
Conversations**

2019-2023
D&I Action
Plan Rollout

Conclusion

Leader
Resources

Points of
Contact

SHOW A SINCERE INTEREST IN OTHER PEOPLE AND THEIR EXPERIENCES AT WORK WHILE RESPECTING THEIR BOUNDARIES. DEVELOP AN ATMOSPHERE IN WHICH IT IS SAFE FOR ALL EMPLOYEES TO ASK FOR HELP.

Trust is not instant: It may take several interactions to build trust.

Focus: Sometimes the focus becomes about the leader, but keep the focus on the person(s) who is sharing and how to help them feel safe, respected, heard and acknowledged.

Respect privacy needs and conversation readiness: Some conversations can include the leader and some cannot. Don't force your way into these conversations.

As leaders, it is essential to drive action. Avoid giving suggestions that are inadvertently framed as "leader knows best." These may be received as particularly condescending to people with underrepresented identities.





DIVERSITY & INCLUSION ACTION PLAN ROLLOUT GUIDE

Table of
Contents

Introduction

**Techniques for
Leaders to
Engage in D&I
Conversations**

2019-2023
D&I Action
Plan Rollout

Conclusion

Leader
Resources

Points of
Contact

During D&I Conversations

- Recognize that all members of groups are individuals with different experiences, opinions and beliefs. Our human brains may unconsciously focus on “group” attributes rather than individual ones.
- Do not expect people to represent all members of a group. Instead ask, “What’s your perspective?” Paraphrase their experience in your own words and ask them to confirm whether or not you have understood it.
- Engage in active listening, but do not interrupt. In group settings, do intervene when interruptions occur.

FOLLOW-UP ON INSIGHTS

- “You’ve mentioned that you don’t see people like you in leadership in our organization. Would you be comfortable sharing how that impacts you?”

WHEN PEOPLE SHARE EXPERIENCES, SEEK ONLY TO UNDERSTAND THEM

- Do not judge experiences, suggest alternative explanations, or minimize importance.



RESPECT INDIVIDUALS’ BOUNDARIES

- Some questions may not be comfortable for people to answer, especially in a group setting. Make it comfortable for people to choose not to share.

THE EXPERTISE OF YOUR PEOPLE

- Only they know what their experiences are.



DIVERSITY & INCLUSION ACTION PLAN ROLLOUT GUIDE

Table of
Contents

Introduction

**Techniques for
Leaders to
Engage in D&I
Conversations**

2019-2023
D&I Action
Plan Rollout

Conclusion

Leader
Resources

Points of
Contact

SHARED RESPONSIBILITY

- Sometimes underrepresented minorities are asked to be the sole owners of planning and making adjustments. Change, benefits us all so, everyone in the organization needs to engage.
- Remember people may express their experiences in a way that triggers leaders to feel defensive. Experiences of diversity and inclusion can be very personal and emotional, and people may not always choose their words perfectly. Monitor yourself. If you start to feel defensive, make note of it, but redirect your focus to the other person and their experience.

After D&I Conversations

UNIQUE EXPECTATIONS OF LEADERS

- Lead by Example: What leaders say and do sets the tone for culture and is a major influence on what changes happen in organizations. Accept the responsibility that goes with the problem. Voice your personal ownership for challenges and changes.





DIVERSITY & INCLUSION ACTION PLAN **ROLLOUT GUIDE**

Table of Contents

Introduction

Techniques for Leaders to Engage in D&I Conversations

2019-2023 D&I Action Plan Rollout

Conclusion

Leader Resources

Points of Contact

Summary: Checklist to Foster D&I Conversations

Strive to Find Similarities/Connections/Common Ground



Demonstrate Authenticity

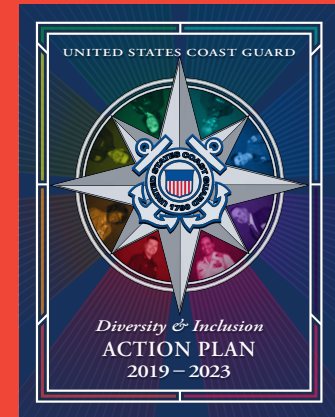


Ignite D&I Courageous Dialogues

- ☐ Be open about your leadership/work style and inspire people to do the same
 - ☐ Be present, available and welcoming to colleagues and members of your team
 - ☐ Seek feedback, dissenting opinions and overall input from your team
 - ☐ ASK: How can we make you feel you can communicate openly?
-
- ☐ Be aware of the message you are sending through your body language
 - ☐ Share insights about your life outside of the office settings
 - ☐ Share past failures and lessons learned openly
 - ☐ ASK: How can we make you feel welcomed to express your true self at work?
-
- ☐ Seek understanding from minoritized perspectives
 - ☐ Reflect on gained knowledge
 - ☐ Embrace the truth of who you are talking to
 - ☐ Don't allow behaviors like interruptions, personal attacks, or placing blame
 - ☐ ASK: How have you been rejected or excluded in the past for being different?



2019-2023 D&I Action Plan Rollout



This plan outlines our approach to further develop our Service's diversity and inclusion initiatives by establishing D&I goals, strategies, and measures of success.



Table of
Contents

Introduction

Techniques for
Leaders to
Engage in D&I
Conversations

**2019-2023
D&I Action
Plan Rollout**

Conclusion

Leader
Resources

Points of
Contact

2019-2023 Diversity & Inclusion Action Plan



Development
of D&I Acumen
Broaden our
current scope of
D&I focus areas
from a basic
understanding to
an increased level
of understanding
to build common
ground.



Strengthen
Leadership D&I
Awareness &
Accountability
Arm leaders with
tools to instill
demonstrated
accountability for
D&I performance
and progress at
the unit level.



Build and
Maintain
an Inclusive
Workforce
Enable the
organization to
achieve workforce
sustainability by
implementing
actions to attract
and retain a diverse
and inclusive
workforce.



DIVERSITY & INCLUSION ACTION PLAN **ROLLOUT GUIDE**

Table of
Contents

Introduction

Techniques for
Leaders to
Engage in D&I
Conversations

**2019-2023
D&I Action
Plan Rollout**

Conclusion

Leader
Resources

Points of
Contact



Development
of D&I Acumen
Broaden our
current scope of
D&I focus areas
from a basic
understanding to
an increased level
of understanding
to build common
ground.

LOE1 Development of D&I Acumen

ORG ACTIONS

- URM (Underrepresented Minority) Study
- Facilitated dialogues on Core Values
- D&I Education & Awareness Program Change Agents
- D&I program level CG Global Diversity and Inclusion Benchmark (GDIB)

WHAT YOU CAN DO

- Have D&I conversations
- Encourage members to complete the upcoming Underrepresented Minority Study Survey
- Have discussions about the connection between D&I and CG Core Values
- Support D&I Education & Awareness Program 'Change Agents'



DIVERSITY & INCLUSION ACTION PLAN ROLLOUT GUIDE

Table of
Contents

Introduction

Techniques for
Leaders to
Engage in D&I
Conversations

**2019-2023
D&I Action
Plan Rollout**

Conclusion

Leader
Resources

Points of
Contact

D&I Acumen Discussion Ideas

UNIQUE EXPECTATIONS OF LEADERS

- Who are we as individuals?
(see example activity on next slide)
- What D&I means to you?
- What's your D&I story?
- Tell me about a time you felt
included in the workplace and
a time when you didn't
- What are some of the
inclusive behaviors displayed
by the best leaders you've
had in your career?





DIVERSITY & INCLUSION ACTION PLAN **ROLLOUT GUIDE**

Table of
Contents

Introduction

Techniques for
Leaders to
Engage in D&I
Conversations

**2019-2023
D&I Action
Plan Rollout**

Conclusion

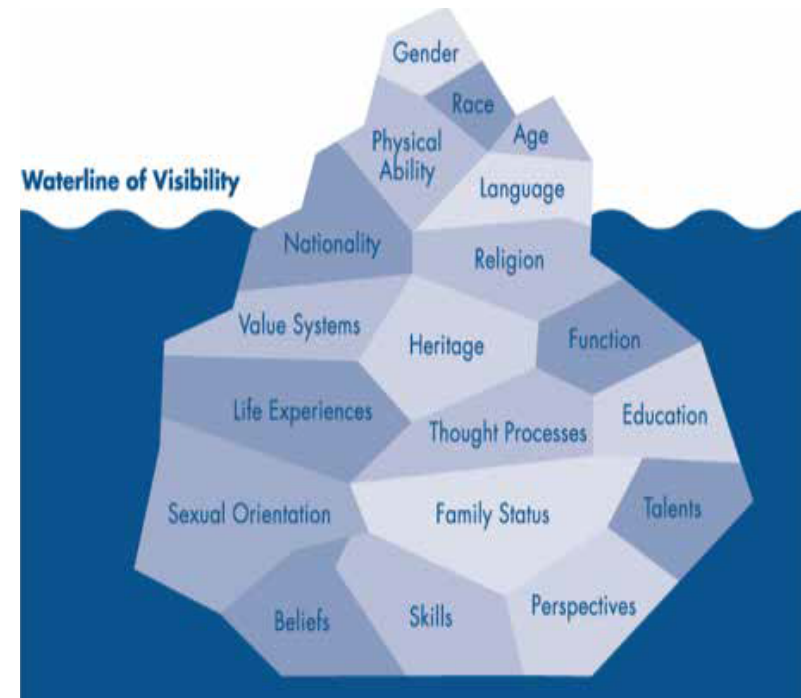
Leader
Resources

Points of
Contact

EXERCISE:

ICEBERG – Who We Are

- Identify one of your diversity dimensions that is above or below the waterline.
- Make sure you are comfortable sharing.
- Pick the appropriate person, audience, time, platform and goal.
- Start a conversation!



Like an iceberg, there is much more to each one of us than you can see. We are all a complex mixture of factors, the large majority of which are invisible, and found hidden 'below the waterline'.



DIVERSITY & INCLUSION ACTION PLAN **ROLLOUT GUIDE**

Table of
Contents

Introduction

Techniques for
Leaders to
Engage in D&I
Conversations

**2019-2023
D&I Action
Plan Rollout**

Conclusion

Leader
Resources

Points of
Contact



Strengthen
Leadership D&I
Awareness &
Accountability
Arm leaders with
tools to instill
demonstrated
accountability for
D&I performance
and progress at
the unit level.

LOE 2: Strengthen Leadership D&I Awareness & Accountability

ORG ACTIONS

- Leverage the Coast Guard Inclusive Leadership Environment (CGILE) to understand the unit climate
- Refresh the LEAD/LDAC teams across the USCG
- Establish D&I Metrics Dashboard
- xxxx D&I Competency Code
- Consistent D&I Dialogue

WHAT YOU CAN DO

- Fully embrace the power of unit surveys
- Leverage the results to make your unit the best in the Coast Guard
- Take advantage of DEOCS, OAS, FEVS and LAS post survey tools
- Embrace your LDAC; co-partner in workplace climate efforts



DIVERSITY & INCLUSION ACTION PLAN **ROLLOUT GUIDE**

Table of Contents

Introduction

Techniques for Leaders to Engage in D&I Conversations

2019-2023 D&I Action Plan Rollout

Conclusion

Leader Resources

Points of Contact

NEW INCLUSION IQ + CULTURAL FLUENCY = MISSION READINESS

INCLUSIVE BEHAVIORS

Fair	Leaders treat all members equitably.
Open	Leaders support diversity and inclusion in all ways.
Cooperative	Leaders encourage communication and collaboration.
Supportive	Leaders value their workforce.
Empowering	Leaders ensure resources and support tools are available to excel.

These inclusive behaviors, known as FOCSE, can be learned, practiced, and developed into habits of inclusiveness and subsequently improve inclusion in the organization.

THE MISSION READY MEMBER IS

FAIR	OPEN	COOPERATIVE	SUPPORTIVE	EMPOWERING
I am aware of systemic barriers and seek to correct imbalances so that everyone has the same opportunities	I will develop social connections that influence diversity and inclusion to maximize productivity and retention.	I am encouraged to have meaningful interactions with all levels of Coast Guard leadership.	I am committed to being inclusive and I value the diversity of my teammates.	I can engage with likeminded positive communities to thrive and accelerate cultural fluency.



DIVERSITY & INCLUSION ACTION PLAN **ROLLOUT GUIDE**

Table of
Contents

Introduction

Techniques for
Leaders to
Engage in D&I
Conversations

**2019-2023
D&I Action
Plan Rollout**

Conclusion

Leader
Resources

Points of
Contact

Inclusive Behavior Discussion Ideas

Fair

What does Fairness on the _____ mean to you?
Tell me about a time when something didn't seem 'Fair' to you?

Open

What does Openness on the _____ mean to you?
Why didn't it seem open to you, can you give give some details?

Cooperative

How does Cooperation on the _____ look to you?
When have you felt a lack of cooperation, what was the scenario?

Supportive

Where does the most Support for the _____ come from?
What type of support is least provided to your way of thinking?

Empowering

Who do you feel is the most Empowered on the _____?
What do you base your perspective on?



Table of
Contents

Introduction

Techniques for
Leaders to
Engage in D&I
Conversations

**2019-2023
D&I Action
Plan Rollout**

Conclusion

Leader
Resources

Points of
Contact



Development
of D&I Acumen
Enable the
organization to
achieve workforce
sustainability by
implementing
actions to
attract and
retain a diverse
and inclusive
workforce.

LOE 3: Build and Maintain an Inclusive Workforce

ORG ACTIONS

- Increase representation of women and under-represented minorities in accessions
- Provide Program Management for Affinity Groups
- Conduct D&I training and education curricula review
- Establish CG Mentoring Program with D&I focus

WHAT YOU CAN DO

- Advocate for Affinity Groups/Employee Resource Groups
- Encourage Conference Attendance
- Nominate your Members for the multiple AG based awards
- Support locally based, virtual seminars and outreach programs participation
- Participate in Eagles/Anchors events



DIVERSITY & INCLUSION ACTION PLAN **ROLLOUT GUIDE**

Table of
Contents

Introduction

Techniques for
Leaders to
Engage in D&I
Conversations

2019-2023
D&I Action
Plan Rollout

Conclusion

Leader
Resources

Points of
Contact

Conclusion

Our Service is made stronger with our diversity, and we must continue to foster a culture of inclusion that will require Coast Guard members to embrace new ideas, accommodate different styles of thinking, and create a work environment that enables people to connect, collaborate, and empower different types of leaders.





Table of Contents

Introduction

Techniques for Leaders to Engage in D&I Conversations

2019-2023 D&I Action Plan Rollout

Conclusion

Leader Resources

Points of Contact

The Commandant of the United States Coast Guard

We will continue to build an inclusive culture where everyone will be valued, respected, able to contribute to their fullest potential, and feel connected to the Coast Guard mission.

Semper Paratus,





Table of
Contents

Introduction

Techniques for
Leaders to
Engage in D&I
Conversations

2019-2023
D&I Action
Plan Rollout

Conclusion

**Leader
Resources**

Points of
Contact

Resources

- CO's Diversity and Inclusion Guide
- D&I Resources on Skillport, including hundreds of videos, books and courses that are available for members to read/listen to for free.
<https://cg.portal.uscg.mil/training/SitePages/SkillPort.aspx>
- DEOMI Organizational Climate Survey (DEOCS):
 - E-training: <https://www.deocs.net/public/edu-training/e-learning.cfm>
 - Inclusion at Work Training: https://www.deocs.net/public/A2S-4_1/main-eo-eeo-fair.cfm
 - Assessment to Solutions that helps people to understand and interpret DEOMI surveys:
<https://www.deocs.net/public/index.cfm>



Table of Contents

Introduction

Techniques for Leaders to Engage in D&I Conversations

2019-2023 D&I Action Plan Rollout

Conclusion

Leader Resources

Points of Contact

Points of Contact

If you have any questions or concerns, the following personnel are available to assist:

- Office of Diversity and Inclusion (CG-127):
<https://cg.portal.uscg.mil/units/cg1/CG1.HQ/CG-12B/SitePages/Home.aspx>
- Civil Rights Directorate:
<https://cg.portal.uscg.mil/units/cg00h/SitePages/Regions.aspx>
- D&I Education and Awareness Program Change Agents:
<https://cg.portal.uscg.mil/units/cg1/CG1.HQ/CG-12B/DIEAP/default.aspx>